

## Rubric learning and innovating in organizations – 2020/2021

Objective	Open for improvement	Adequate	Excellent
<p>Obtaining theoretical knowledge and insight in the nature, processes and outcomes of lifelong learning in organizations and being able to critically connect these to the practice of lifelong learning in the client's organization.</p>	<p>*The team accumulated theoretical knowledge and understanding from a single and limited lens, for instance one dominant theory.</p> <p>*The team did not critically reflect on the connection between the selected theory and the client's organizational practice.</p>	<p>*The team used different theoretical viewpoints to gain insight in the lifelong learning processes in the client's organization.</p> <p>* The team critically reflected on the connection between the selected theory and the client's organizational practice.</p>	<p>*The team effectively used different theoretical viewpoints to provide a creative new angle on the lifelong learning processes in the client's organizational practice.</p>
<p>Actively exploring, analyzing and advising to make judgments based on relevant information from organizational practice and scientific research about the client's (actual) problem and possible solutions.</p>	<p>*The team is only partially aware of all relevant information from practice and from theory.</p> <p>*The team does not involve relevant stakeholders in the exploration, analysis and advice.</p> <p>*The team does not identify the core problem from the client.</p>	<p>*The team succeeded in retrieving relevant information from practice.</p> <p>*The team involved a number of relevant stakeholders in the exploration, analysis and advice.</p> <p>*The team reveals the client's core problem, but advice lacks either solid input from scientific literature or information from practice.</p>	<p>*The team showed creativity in involving all relevant stakeholders in the exploration, analysis and advice.</p> <p>*The team reveals the client's core problem, and the advice is based on relevant information from practice and insights from theory, leading to an advice that is tailored to the customer-specific context.</p>
<p>Being able to communicate in an effective way within the team, and with the organization</p>	<p>*Team members do not actively seek contact with the client to discuss or share questions, insights and ideas</p> <p>*Within the team there is a lack of joint focus and shared goal setting. Team members are not working towards a common goal</p>	<p>*The communication with the client is well-prepared.</p> <p>*When encountering problems, questions or dilemma's the project group seeks help or organizes interaction with their client or supervisor.</p> <p>*Within the team there is a clear division of tasks and activities</p>	<p>*The communication is frequent and well-prepared. The team and client make their expectations explicit and align their goals</p> <p>*The team members feel comfortable in asking questions to their client or by addressing tough dilemma's. The team members take initiative to look for the question behind the question and deepen the understanding and dilemmas for the client itself</p>

	<p>*Communication is unprepared and too late.</p>	<p>*Team members listen to each other, are critical, but maintain a professional and appreciative relation</p>	<p>*The team is able to communicate their scientific and practical viewpoints to their client. The client is offered new perspectives to his or her existing problem and question</p> <p>*There is open communication within the team itself. The team members feel comfortable addressing uncertainties or doubts and listen actively to each others viewpoints.</p> <p>*There is a clear division of tasks and activities and the team has a timetable and planning to use as a backbone for the project</p>
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